

Report for: Cabinet Meeting – October 2026

Item number: 13

Title: Direct Award for Residential and Nursing Care Services Provided by Ourris Properties Ltd and Ourris Residential Homes Ltd

Report authorised by: Sara Sutton, Corporate Director Adults Housing Health

Lead Officer: Paul German, Commissioning Officer,
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Ward(s) affected: All.

**Report for Key/
Non-Key Decision:** Key Decision

1. Describe the issue under consideration

- 1.1.** Haringey currently purchases 39 residential and nursing care beds from Ourris across Autumn Gardens in Southgate and Anastasia Lodge in Winchmore Hill.
- 1.2.** The current arrangement began in November 2022 however, Haringey has had block arrangements in place with this provider since before 2017. These homes provide specialist care and support for older people, including residents with dementia, frailty, nursing needs and complex health conditions. Both homes are rated Good by the Care Quality Commission. Ourris also provides culturally responsive support for Greek, Cypriot and Turkish communities, helping residents maintain their language, culture, faith and community connections.
- 1.3.** The current arrangements require renewal to ensure continued access to this provision. The Council's needs and gaps analysis identified ongoing demand for culturally responsive residential and nursing care and found no comparable provider within approximately 75 miles offering the same combination of residential care, nursing care and culturally specific support.
- 1.4.** Cabinet is being asked to approve the direct award of eight-year contracts to Ourris, with a break clause after four years. This will maintain continuity of care, protect resident choice and secure dedicated residential and nursing care capacity for Haringey residents whilst longer-term commissioning arrangements are developed.

2. Cabinet Member Introduction

- 2.1.** This report seeks approval to directly award contracts for the continued provision of 39 residential and nursing care beds at Autumn Gardens and Anastasia Lodge. These services provide high-quality care for older residents, including

people living with dementia, frailty, nursing needs and complex health conditions, while also offering culturally responsive support for Greek, Cypriot and Turkish communities, helping residents maintain important connections with their language, culture, traditions, families and wider community networks. The proposed arrangements will maintain continuity of care, preserve resident choice and ensure the continued availability of specialist provision that meets an identified need within the borough.

- 2.2.** The recommendation is supported by evidence demonstrating sustained demand, strong provider performance and the absence of an equivalent alternative provider capable of delivering the same combination of residential care, nursing care and culturally responsive support. Approving the recommendation will provide stability for residents and their families and reduce the risk of disruption or choice limitation. It will also support the Council's commitment to high-quality, person-centred adult social care that responds to people's individual care, cultural and social needs.

3. Recommendations

- 3.1. It is recommended that Cabinet in accordance with CSOs 2.01 a (approval to commence a procurement exercise and d) approve the:
- 3.2. Direct award of two contracts for a total of 39 block-purchased residential and nursing care beds:
- To Ourris Properties Limited for 28 beds at Autumn Gardens; and
 - Ourris Residential Homes Limited for 11 beds at Anastasia Lodge.
- 3.3. Approve the award contracts for a period of 8 years commencing 22 November 2026 with a break clause exercisable after four years, with an estimated maximum aggregate contract value of £19.67 million over the full contract term.
- 3.4. Note that the proposed award is supported by the evidence contained within the Needs and Gaps Analysis and is compliant with the Council's obligations under the Procurement Act 2023 in relation to user choice services.
- 3.5. Delegate authority to the Corporate Director of Adults, Housing and Health, in consultation with the Cabinet Member for Health, Social Care and Wellbeing, the Director of Finance and the Head of Legal and Governance, to finalise and enter into all contractual arrangements necessary to implement the decision.

4. Reasons for decision

- 4.1. Across the two care homes, Ourris provides a service that is difficult to replace. It is currently Haringey's only block-purchased residential and nursing care arrangement and offers culturally responsive support for Greek, Cypriot and Turkish communities. Residents are supported in environments that reflect their language, culture, faith and community connections.

- 4.2. Demand for the service remains strong. Occupancy levels are consistently high and both homes continue to perform well. Contract monitoring demonstrates high levels of resident and family satisfaction, stable staffing arrangements, low levels of complaints and safeguarding concerns, and continued compliance with the Council's quality expectations.
- 4.3. The Council's Needs and Gaps Analysis found no equivalent provider within approximately 75 miles capable of delivering the same combination of residential care, nursing care and culturally specific support. A direct award is therefore considered the most proportionate and least disruptive option available. It protects resident choice, maintains continuity of care and supports the Council in meeting its duties under the Care Act 2014.
- 4.4. The proposed contract will also provide stability for residents, families and the provider.

5. Alternative options considered

5.1. Option 1: Do Nothing

This option was rejected.

Without these contracts in place, the Council would lose guaranteed access to 39 culturally specific residential and nursing care beds and would need to rely on spot purchasing arrangements. Residents could experience reduced choice and there would be no assurance that culturally appropriate alternatives could be sourced when placements are required. The Council would also lose the ability to agree longer-term pricing and performance expectations through a contractual arrangement.

5.2. Option 2: Competitive Procurement

This option was considered but rejected.

Market intelligence suggests there are no providers capable of delivering the same culturally responsive model of residential and nursing care at this scale. A procurement exercise is unlikely to attract equivalent providers and could create uncertainty for residents and families. The wider care home market continues to function primarily through spot purchasing arrangements and providers have limited incentive to participate in a competitive tender process where demand already exceeds supply.

5.3. Option 3: Direct Award (Preferred Option)

This option is recommended.

It maintains continuity of care, preserves resident choice, secures access to a specialist service and allows the Council to continue working with a provider that is performing well. It also avoids unnecessary disruption whilst providing time to consider future commissioning arrangements.

6. Background information

Current Provision and Proposed Arrangements

- 6.1. The Council currently purchases 39 block-purchased residential and nursing care beds from Ourris across two services that were last commissioned in November

2022, have been in place since before 2017. The current contract ends 21st November 2026

- 6.2. The current arrangements comprise two separate block contracts. The contract for Autumn Gardens is held with **Ourris Properties Limited** and covers 21 nursing beds and 7 residential beds. The contract for Anastasia Lodge is held with **Ourris Residential Homes Limited** and covers 11 residential beds. This reflects the provider's existing corporate and operational structure and has been the contractual arrangement since November 2022.
- 6.3. The proposal is to continue these arrangements through the award of two separate contracts, Residential for Anastacia, Nursing and Residential for Autumn Gardens, whilst maintaining a single commissioning approach across the provision. This will ensure continuity of care and maintain the existing operational arrangements that are familiar to residents, families and staff.
- 6.4. The proposed arrangements will commence on 22 November 2026 and will continue the existing service model. Due to the ownership and operating structure of the homes, separate contractual arrangements will continue to be maintained while operating under a single commissioning approach.
- 6.5. The proposal will secure continued access to 39 block-purchased beds for Haringey residents, maintain continuity of care and retain specialist culturally responsive provision for Greek, Cypriot and Turkish communities.
- 6.6. **Why the Proposed Contract Term is Appropriate**
The proposed contracts will commence on 22 November 2026 and run for a period of eight years, with break clauses exercisable by the Council after four years. The exercise of the break clauses will be informed by formal reviews undertaken in advance of the four-year point, considering service quality and performance, value for money, demand, market conditions and alignment with the Council's commissioning priorities.
- 6.7. An eight-year term provides greater stability and certainty than an initial four-year contract with an option to extend. It establishes a clear, longer-term commitment from the outset, enabling the Council and providers to plan on a more strategic basis rather than treating the first four years as a short-term arrangement pending a further award decision. This supports continuity for residents and their families, as well as longer-term workforce planning, investment and service development.
- 6.8. This stability is particularly important for residential and nursing care services, which support some of the borough's most vulnerable residents. Many residents benefit from continuity of care, familiar surroundings and established relationships with staff. A longer-term arrangement also provides greater certainty over the availability of dedicated residential and nursing care capacity for Haringey residents.
- 6.9. For the providers, greater certainty over future demand supports more effective planning for recruitment, staff retention, training, property maintenance and service improvement. This should contribute to provider sustainability and reduce

the risks associated with repeated procurement exercises or uncertainty about whether the contracts will be extended after an initial four-year term.

- 6.10. The break clauses maintain appropriate flexibility and protect the Council's interests. Unlike an option to extend, the contracts will not require a further decision at year four simply to continue beyond that point. They will continue automatically for the full eight-year term unless the Council decides, following review, that exercising the break clauses is appropriate. This reduces administrative and procurement activity while preserving a clear opportunity for the Council to exit the arrangements if performance, quality, value for money, demand, market conditions or commissioning priorities no longer support their continuation.
- 6.11. The proposed approach therefore provides the benefits of long-term contractual stability while retaining a meaningful safeguard at the four-year point. It balances continuity for residents, capacity certainty and provider sustainability with the Council's need to maintain effective oversight and respond to changing circumstances.
- 6.12. **Demand, Occupancy and Continued Need**
Demand for the service remains consistently strong and contract monitoring demonstrates high occupancy across both homes throughout the current contract period.
- 6.13. Occupancy at Autumn Gardens has remained consistently high, with the home typically operating at or close to full occupancy and regularly achieving the contractual target of 98% occupancy. Contract monitoring data shows that the majority of vacancies are filled quickly when they arise and occupancy has remained stable over a sustained period.
- 6.14. Anastasia Lodge has also maintained high occupancy levels, typically operating with 10 or 11 of the 11 block-purchased beds occupied and frequently achieving full occupancy. Vacancies have generally been short-term and filled through referrals from Haringey Brokerage.
- 6.15. The current block arrangement comprises 39 beds across both homes and contract monitoring information demonstrates continued referral activity and ongoing demand for placements. The evidence indicates that demand remains sufficient to justify maintaining the current level of commissioned capacity.
- 6.16. Although Haringey has a comparatively low reliance on residential and nursing care when compared with many other local authorities, residential and nursing care continues to play a vital role for residents whose assessed needs can no longer be met safely in community-based settings. The sustained occupancy levels across both homes demonstrate that the existing capacity of 39 beds remains appropriate and continues to meet local need.
- 6.17. Haringey also has a growing older population and increasing levels of frailty. The Council's Needs and Gaps Analysis identified an ongoing requirement for residential and nursing care provision, particularly where services can meet the

cultural, linguistic, dietary and faith-related needs of residents from diverse communities.

- 6.18. The proposal will therefore maintain an established and well-utilised service that continues to meet a clearly evidenced need within the borough.

6.19. Market Assessment and Alternative Provision

A review of the market was undertaken during June and July 2026 to assess whether alternative provision exists that could deliver an equivalent service to that currently provided by Ourris.

- 6.20. The review included analysis of Care Quality Commission registered providers, review of Community Care market intelligence, desktop research of provider websites and service specifications, consideration of specialist cultural, linguistic and faith-based services, engagement with operational colleagues, brokerage intelligence, and wider market intelligence gathered through routine commissioning activity.

- 6.21. For the purposes of the assessment, a comparable provider was defined as one capable of:

- Providing both residential and nursing care.
- Supporting older people with dementia, frailty and complex health conditions.
- Meeting cultural, linguistic, dietary and faith-related needs.
- Providing culturally responsive support for Greek, Cypriot and Turkish communities.
- Delivering services at an equivalent quality standard.
- Offering sufficient capacity to support Haringey residents.

- 6.22. A number of residential and nursing care services were identified and reviewed as part of the assessment. Whilst alternative providers were able to meet some of these requirements, none were found to offer the same combination of residential care, nursing care and established culturally responsive support for Greek, Cypriot and Turkish communities within approximately 75 miles of Haringey.

- 6.23. The assessment found that alternative providers generally lacked one or more of the following key elements:

- Nursing and residential care within the same provider model.
- Established Greek, Cypriot and Turkish language support.
- Cultural and faith-based activities tailored to those communities.
- Staff with experience of supporting residents from those communities.
- The same level of community connection and cultural familiarity reported by residents and families.

- 6.24. The review therefore concluded that Ourris occupies a unique position within the market. Whilst alternative residential and nursing care provision exists, no equivalent provider was identified that could deliver the same combination of specialist culturally responsive support and care capacity.

- 6.25. The loss of this provision would significantly reduce choice for residents seeking culturally responsive care and could create a gap in specialist provision that would be difficult to replace within the current market.

6.26. Service Quality and Performance

Contract monitoring demonstrates consistently strong performance across both services.

Measure	Autumn Gardens	Anastasia Lodge
CQC Overall Rating	Good	Good
Latest Published Inspection	August 2020	January 2020
Latest CQC Review	Ongoing monitoring	July 2023 review confirmed rating unchanged
Care Plan Reviews	100% compliance	100% compliance
Medication Errors	None reported	None reported
Occupancy	Consistently high	Consistently high
Complaints	Very low	Very low
Agency Staff Usage	None routinely reported	None routinely reported

- 6.27. Both homes continue to perform well against contractual expectations. Contract monitoring has demonstrated:
- high levels of resident and family satisfaction;
 - very low levels of complaints;
 - stable staffing arrangements;
 - no reported medication errors;
 - regular review of care plans; and
 - positive feedback from residents, relatives and operational teams.
- 6.28. The Council has not identified any significant contract compliance concerns, service suspensions or placement embargoes during the current contractual arrangements. Monitoring indicates that both services continue to provide safe, effective and culturally responsive care.
- 6.29. Financial Information**
- The proposed contract covers 39 block-purchased beds comprising 18 residential beds and 21 nursing beds.
- 6.30. The Year 1 contract value is estimated at £2,220,972, comprising:
- Autumn Gardens: £1,631,812
 - Anastasia Lodge: £589,160.
- 6.31. The arrangement is based on block-purchased capacity. The Council pays for the contracted capacity in order to secure guaranteed access to specialist residential and nursing care provision for Haringey residents.
- 6.32. The estimated maximum contract value over the full potential eight-year term is £19.67m. This assumes:

- a four-year contract plus four-year extension;
- full utilisation of the contracted capacity;
- annual residential uplifts of 3.15%; and
- annual nursing uplifts of 2.69%.

6.33. Nursing rates presented in this report exclude NHS Funded Nursing Care payments, which are paid separately through national arrangements.

6.34. Value for Money

The proposal represents continuation of an established commissioned service and does not create new service expenditure. The annual costs will be met from existing Adult Social Care residential and nursing placement budgets.

6.35. The block arrangement provides access to a secured number of residential and nursing care beds at pre-agreed rates. This reduces the Council's reliance on spot purchasing arrangements, which are typically associated with higher costs due to urgent placement requirements, limited market availability and reduced purchasing leverage.

6.36. Securing capacity through a block arrangement also provides greater certainty around budget forecasting, financial planning and expenditure monitoring. By agreeing rates in advance, the Council is able to avoid fee fluctuations and negotiate more favourable rates than might otherwise be achievable through individual spot purchases.

6.37. The 2026/27 residential block rate is approximately 15% lower than the Council's average residential spot-purchase rate per week. The 2026/27 nursing block rate is approximately 19% lower than the Council's average nursing spot-purchase, excluding NHS Funded Nursing Care contributions.

6.38. The block arrangement therefore provides demonstrable cost avoidance when compared with purchasing equivalent placements through the spot market. It also provides guaranteed access to specialist residential and nursing care capacity whilst reducing exposure to market pressures and unplanned fee increases.

6.39. The Council considers the proposal to represent value for money when assessed alongside:

- the lower cost of block-purchased beds compared with average spot-purchase rates;
- continuity of care for existing residents;
- guaranteed access to 39 residential and nursing care beds;
- reduced exposure to market volatility and placement shortages;
- continued provision of specialist culturally responsive care; and
- the absence of equivalent alternative provision identified through the market assessment.

6.40. Taking these factors into account, the proposed arrangement is considered to represent a reasonable and proportionate use of public funds whilst securing continued access to a specialist service that meets an identified need within the borough.

6.41. Resident Choice and Engagement

The block-purchased arrangement secures dedicated residential and nursing care capacity for Haringey residents but does not remove individual choice.

Placements will continue to be made based on a person's assessed eligible needs, suitability, preferences and informed choice. Residents will only be offered a placement where the service is capable of meeting their assessed needs and where the placement is consistent with their wishes and circumstances.

6.42. The proposal therefore supports rather than limits resident choice by ensuring that specialist culturally responsive residential and nursing care remains available as an option for residents who wish to access it.

6.43. Feedback has been gathered through routine contract monitoring activity, engagement with residents and relatives, operational feedback from Adult Social Care teams and ongoing discussions with the provider.

6.44. Feedback has consistently highlighted the importance of:

- Maintaining language and cultural connections.
- Accessing culturally familiar food, activities and celebrations.
- Maintaining faith and community links.
- Being supported by staff who understand residents' backgrounds and lived experiences.
- Remaining close to family, friends and community networks.

6.45. Operational teams have also advised that identifying alternative provision capable of delivering the same culturally responsive model of care would be extremely challenging.

6.46. Overall, feedback from residents, relatives, operational teams and commissioning colleagues has been strongly supportive of maintaining the current arrangements

6.47. Equality and Inclusion

Whilst Ourris has particular strengths in supporting Greek, Cypriot and Turkish communities, the service is open to all residents whose needs can be appropriately met.

6.48. Access to the service is based on assessed need, suitability and individual choice rather than ethnicity, language, religion or cultural background. Residents will continue to be offered placements based on their eligible care and support needs and whether the service is capable of meeting those needs safely and effectively.

6.49. The proposal supports the Council's duties under the Equality Act 2010 by helping to ensure that services remain accessible, inclusive and responsive to the diverse needs of Haringey residents.

- 6.50. The homes have established experience in supporting residents with a wide range of needs and protected characteristics. In addition to cultural and linguistic needs, consideration has been given to age, disability, religion or belief, sex, sexual orientation, gender reassignment, pregnancy and maternity, marriage and civil partnership, and communication needs.
- 6.51. The proposal will help maintain access to services that can respond to individual preferences and protected characteristics whilst ensuring that residents continue to receive person-centred care that promotes dignity, independence, wellbeing and inclusion.
- 6.52. An Equality Impact Assessment has been completed alongside this report and identifies that the proposal is expected to have a positive impact by maintaining access to specialist residential and nursing care provision and supporting resident choice, continuity of care and community connections.
- 6.53. The proposal is therefore considered consistent with the Council's Public Sector Equality Duty and wider commitment to reducing inequalities and improving outcomes for residents from all communities.

6.54. Risk and Mitigations

The proposed arrangements provide a number of benefits for residents and the Council. The key risks and mitigating actions are set out below.

Risk	Mitigation
Reliance on a single provider	Ongoing contract monitoring, quality assurance visits and periodic market review.
Provider financial failure	Financial monitoring and business continuity planning.
Deterioration in quality	Regular performance monitoring, quality assurance visits and improvement planning where required.
Workforce pressures	Monitoring of staffing levels, vacancies, retention and agency usage.
Reduced demand	Continued review of occupancy, demand trends and future commissioning requirements.
Fee increases above assumptions	Agreed uplift arrangements and ongoing financial monitoring.
Loss of provision through closure of either home	Business continuity arrangements and contingency planning for alternative placements.
Procurement challenge	Clear evidence of need, resident choice, provider performance and lack of equivalent alternative provision.

- 6.55. These risks will be managed through the Council's established commissioning, contract management and quality assurance arrangements. The proposed review at the end of year four will provide an opportunity to assess provider performance, demand, value for money and future commissioning requirements.

7. Contribution to the Corporate Delivery Plan 2024-2026 High Level Strategic Outcomes

- 7.1. The proposed direct award supports the priorities set out within Haringey Council's Corporate Delivery Plan 2024-2026 and contributes to the Council's ambition to build a fairer, greener Haringey. In particular, the proposal supports the themes of Adults, Health and Welfare, Resident Experience and Enabling Success, and Culturally Rich Borough by ensuring that older residents with complex care needs can access high-quality, personalised care and support.

- 7.2. The proposal contributes to the Corporate Delivery Plan by:

- Supporting older and vulnerable adults to live safely, with dignity and as much independence as possible when residential or nursing care is required.
- Maintaining access to high-quality residential and nursing care for residents with dementia, frailty, nursing needs and other complex health conditions.
- Promoting wellbeing and reducing inequalities by ensuring services are responsive to residents' individual cultural, linguistic, religious and social needs.
- Supporting resident choice by maintaining access to a specialist service that enables individuals to remain connected to their communities, cultural identity, language and faith.
- Contributing to a diverse, sustainable and resilient adult social care market capable of meeting the needs of Haringey's growing and increasingly diverse older population.
- Delivering person-centred care that improves outcomes for residents and supports the Council's commitment to working with communities and recognising their strengths.

- 7.3. The proposal is also consistent with the principles of the Haringey Deal by valuing diversity, supporting inclusion and ensuring that the voices and needs of communities that can be underrepresented within mainstream services continue to be reflected within commissioning decisions.

- 7.4. Finally, the proposal supports the objectives of the Adult Social Care Strategy and Market Position Statement by maintaining sufficient residential and nursing care capacity while ensuring services remain accessible, personalised, culturally responsive and focused on improving resident wellbeing.

8. Carbon and Climate Change

- 8.1. The proposal relates to the continuation of an existing service and is therefore not expected to have a significant impact on carbon emissions or energy consumption.
- 8.2. The continued use of local provision helps reduce the need for placements further from residents' communities and support networks. This may reduce travel by family members, carers and professionals when compared with placements located further from Haringey.
- 8.3. There are no identified climate-related risks arising directly from the proposed contract award. The contract will continue to support local provision that enables residents to remain connected to their communities and services.

9. Statutory Officers comments Director of Finance procurement, Director of Legal and Governance, Equalities

9.1. Finance

- 9.1.1. The report seeks approval to contract 39 block-purchased beds comprising 18 residential beds and 21 nursing beds, of which the Autumn Gardens will provide 7 residential beds and 21 nursing beds, and 11 residential beds will be commissioned from Anastasia Lodge.
- 9.1.2. The total expected annual net contract value for Autumn Gardens is £1,613,812. The net value of Autumn Garden's contract is after the contribution of Free Nursing Care paid by the ICB. The contract value for the 11 residential beds with Anastasia Lodge is £589,160. The cost of these 39 block-purchased beds is built into Adult Social Care's placement budget.
- 9.1.3. The estimated maximum contract value over the full potential eight-year term is £19.67m. This assumes:
- a four-year contract plus four-year extension;
 - full utilisation of the contracted capacity;
 - annual residential uplifts of 3.15%; and
 - annual nursing uplifts of 2.69%.
- 9.1.4. The placement budget assumes that these beds will continue to be utilised into future years, with an inflationary uplift applied annually in line with the assumptions above.

9.2. Procurement

- 9.2.1. The proposed services fall within the scope of the Procurement Act 2023 as a Light Touch Contract, comprising residential and nursing care services. The normal expectation for contracts of this value would be to undertake a competitive procurement process.
- 9.2.2. However, the Procurement Act 2023 permits direct award in the circumstances set out within Schedule 5. In this instance, the direct award is supported by the market

assessment undertaken by the commissioning service, which concluded that there is no reasonable alternative provider capable of delivering the same combination of residential care, nursing care and culturally responsive support for Greek, Cypriot and Turkish communities, at the required scale, quality and geographical accessibility. As set out within the report, no comparable provision has been identified within approximately 75 miles of the borough. The proposed direct award is therefore considered capable of being justified under the relevant Schedule 5 direct award provisions

- 9.2.3. The prospective block arrangements represent value for money. The report demonstrates that the agreed residential and nursing bed rates are approximately 15% and 19% lower respectively, than the Council's equivalent spot-purchase rates, whilst also securing guaranteed access to specialist provision and reducing exposure to market volatility and placement shortages.
- 9.2.4. Appropriate contract management and performance monitoring arrangements will be implemented throughout the contract term. The contracts will include defined performance measures and quality standards to ensure delivery of required outcomes, continued value for money and effective management of service delivery and provider risks.
- 9.2.5. In accordance with Contract Standing Orders 2.01(b) and 2.01(c), Cabinet has authority to approve both the commencement of procurement activity and the award of contracts where the aggregate value exceeds £500,000.

9.3. Director of Legal & Governance

- 9.3.1. The Director of Legal and Governance has been consulted in the preparation of this report.
- 9.3.2. The services are subject to the tendering requirements set out in the Procurement Act 2023 (the Act). However, a direct award is permitted in certain circumstances which are set out in Schedule 5 of the Act. Section 6 of Schedule 5 allows for a direct award where competition is absent for technical reasons meaning only one supplier can provide the services.
- 9.3.3. The award of the contracts will be a Key Decision and as such needs to comply with the Council's governance processes in respect of Key Decisions including publication in the Forward Plan.
- 9.3.4. Cabinet has power to approve the recommendations under CSO 2.01 c) (award of contracts valued at £500,000 or more).
- 9.3.5. The Director of Legal and Governance confirms that there are no legal reasons preventing Cabinet from approving the recommendations in this report.

9.4. Equality

- 9.4.1. The council has a Public Sector Equality Duty (PSED) under the Equality Act (2010) to have due regard to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
- Advance equality of opportunity between people who share protected characteristics and people who do not
- Foster good relations between people who share those characteristics and people who do not

- 9.4.2. The three parts of the duty apply to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation.
- 9.4.3. Marriage and civil partnership status applies to the first part of the duty. Although it is not enforced in legislation as a protected characteristic, Haringey Council treats socioeconomic status as a local protected characteristic.
- 9.4.4. This report seeks approval to directly award contracts to Ourris for the continued provision of 39 residential and nursing care beds across Autumn Gardens and Anastasia Lodge. The proposal will maintain an existing service that supports older people, including people living with dementia, frailty, nursing needs and other complex health conditions.
- 9.4.5. The residents most likely to be affected by this decision are older people and disabled people, as these groups make up the majority of people who require residential and nursing care services. The proposal is expected to have a positive impact by maintaining access to care, supporting continuity of care and avoiding unnecessary disruption for current and future residents.
- 9.4.6. The service also provides culturally responsive care for Greek, Cypriot and Turkish communities. This includes support with language, culture, faith and community connections. Feedback from residents, families and operational teams has highlighted the importance of maintaining these aspects of support. Continuing the contracts will help ensure that people who value this provision continue to have access to it.
- 9.4.7. The service remains open to all residents whose assessed needs can be met by the provider. Access is based on need, suitability and individual choice rather than any protected characteristic. The proposal therefore supports resident choice whilst helping ensure services remain responsive to the diverse needs of Haringey residents.
- 9.4.8. The Needs and Gaps Analysis completed as part of this work identified ongoing demand for culturally responsive residential and nursing care. The analysis found no equivalent provider within approximately 75 miles offering the same combination of residential care, nursing care and culturally specific support.
- 9.4.9. If the contracts were not awarded, residents could experience reduced choice and there would be a risk that some people would be unable to access care that reflects their cultural, linguistic or faith needs. The proposed direct award mitigates this risk by maintaining an established and well-performing service and avoiding disruption to residents and their families.

- 9.4.10. The proposal has been informed by contract monitoring, operational feedback, commissioning activity and engagement with the provider. Resident and family feedback gathered through routine monitoring has highlighted the value of maintaining language, cultural and community connections alongside good quality care.
- 9.4.11. An Equality Impact Assessment (EqIA) has been completed and accompanies this report. The EqIA concludes that the proposal is expected to have an overall positive impact by maintaining access to specialist residential and nursing care provision, supporting continuity of care and preserving resident choice. No significant adverse equality impacts have been identified.
- 9.4.12. As an organisation carrying out a public function on behalf of a public body, Ourris will be required to have due regard to the need to achieve the three aims of the Public Sector Equality Duty. Appropriate contract management arrangements will continue to be in place to ensure service delivery remains inclusive, accessible and responsive to residents' needs.

10. Use of Appendices

Appendix A - Needs and Gaps Analysis for Residential and Nursing Care Services Delivered by Ourris.

Appendix B - Equality Impact Assessment (EqIA).

11. Background papers

Adult Social Care Strategy: Supporting Adults in Haringey.
Adult Social Care Market Position Statement.
Ourris Needs and Gaps Analysis (July 2026).
Ourris Business Case (July 2026).